

Trust Management Improvement Project

WORKFORCE PLANNING



February 2000

U.S. DEPARTMENT OF THE INTERIOR

WORKFORCE PLANNING

TABLE OF CONTENTS

EXECUTIVE SUMMARY	1
INTRODUCTION	3
OBJECTIVE	3
RESPONSIBILITY	4
THE PLANNING PROCESS	4
TIMELINES	4
RELATIONSHIP TO CURRENT STAFFING PLANS	7
APPENDIX	8
PRELIMINARY REVIEW METHODOLOGY	8
Organization, Functions and Staffing.	8
Strategic Workforce Planning Actions.	8
Policy and Procedural Requirements	9
PRELIMINARY REVIEW FINDINGS	9
Minerals Management Service, Royalty Management Program (RMP)	9
The Office of Special Trustee (OST)	10
Office of Hearings and Appeals (OHA)	10
Bureau of Lands Management (BLM)	11
Bureau of Indian Affairs (BIA)	11
Reference Documents	13

EXECUTIVE SUMMARY

In the matter of *Cobell v. Babbitt*, the United States District Court for the District of Columbia ordered the Department of the Interior to correct four (4) breaches of statutory trust duties contained in the Indian Trust Fund Management Reform Act of 1994. This plan focuses on the Department's actions to address the fourth breach which concluded that Interior has no written policies and procedures for staffing of trust management functions.

The primary organizations with trust management business functions are:

- ! Bureau of Indian Affairs (BIA)
- ! Minerals Management Service, Royalty Management Program (MMS-RMP)
- ! Office of the Special Trustee (OST)
- ! Office of Hearings and Appeals (OHA)
- ! Bureau of Land Management Minerals Realty and Resource Protection Office (BLM-MRRPO)

A preliminary organizational and staffing review conducted by the Office of Personnel Policy (PPM) revealed that Interior's primary trust management organizations are at various stages in workforce planning to ensure efficient organizational structures and effective staffing of trust management business functions. (See Appendix "Preliminary Review Findings.") The review also indicates, in general, no requirement for new workforce policies. However, BIA will have to issue regulations before any attorney decision-makers can formally assume their tasks.

With respect to future staffing, it is expected that staffing needs will fluctuate from year to year as activities related to trust management business functions are, first, intensified and, then, routinized. Accordingly, an annual planning effort is needed to identify future staffing needs which would feed into the annual budget cycle. This document outlines the process for such planning to proceed over the next two years in preparation of the FY 2002 and FY 2003 budgets.

Through application of workforce planning methodology, organizations will validate and/or update their existing workforce plans, or initiate a comprehensive process that provides a framework for making staffing decisions and ensuring the right number of people with the right competencies are in the right jobs at the right time. The effort will be coordinated by a project manager, under the leadership of the Director, Office of Personnel Policy, and will involve each relevant organizations' human resources (HR), strategic planning, budget and information technology staff, and line managers.

In preparation for FY 2002 and FY 2003 budget submissions, organizations will conduct planning activities independently or with contractor assistance, in accordance with set timelines consistent with the budget development schedule.

Congress will enact the FY 2001 budget appropriations in the fall of 2000, in the midst of the workforce planning cycles for the FY 2002 and FY 2003 budget. Current plans include hiring during FY 2000 and FY 2001 in accordance with the Congressionally-enacted FY 2000 budget and the President's proposed budget for FY 2001, consistent with existing workforce plans.

It is anticipated that over 400 additional employees will be hired over the next year and a half to staff trust fund improvement initiatives.

INTRODUCTION

This plan focuses on The Department of

the Interior's actions to address the fourth breach of statutory trust duties contained in the Indian Trust Fund Management Reform Act of 1994. In its December 21, 1999, order, the United States District Court for the District of Columbia identified this breach as, "Interior has no written policies and procedures for staffing of trust management functions."

Workforce planning activities to ensure efficient organizational structures and effective staffing patterns in future trust management business functions have begun at least to some degree and are at various stages of completion in the primary organizations responsible for trust management business functions. These organizations are:

- ! Bureau of Indian Affairs (BIA)
- ! Minerals Management Service (MMS), Royalty Management Program (RMP)
- ! Office of the Special Trustee (OST)
- ! Office of Hearings and Appeals (OHA)
- ! Bureau of Land Management (BLM), Minerals Realty and Resource Protection Office (MRRPO) and Field Staff

It is expected that staffing needs will fluctuate from year to year as activities associated with trust management business functions are first intensified and then routinized. Also, changes in the nature of business activities may also affect the level and mix of skills needed, for instance, as the systems architecture development process proceeds from planning to implementation.

However, ensuring that there are adequate

staff on board with the right mix of skills from year to year requires Congress to appropriate sufficient funds. Accordingly, the workforce planning actions must be undertaken annually and tied to the annual budget cycle.

This document outlines the process and time line for an annual strategic workforce planning effort to ensure future staffing needs are systematically identified and included in annual budget cycles. The annual planning effort will focus on the number of employees required, on the appropriate mix of skills, and on the adequacy of trained staff to conduct the trust management business functions. This information will also be useful to the Special Trustee prior to any certification of the adequacy of the Departmental budget plan related to trust management business functions.

OBJECTIVE

The objectives of this plan are: (1) to ensure adequate FTE requirements and associated funding are reflected in the budget development process to meet the full staffing needs of trust management business functions consistent with statutory requirements; and (2) to ensure workforce planning is done in a timely fashion and that there is consistency, where appropriate, among the organizations.

RESPONSIBILITY

The planning process outlined in this document will be undertaken by appropriate line managers in the trust management organizations and a team of representatives from each affected organization's strategic planning, budget, information technology and human resource offices. The entire

effort will be coordinated and managed by a Project Manager under the guidance of the Director of the Department's Office of Personnel Policy. A member of the Department's Office of Planning and Performance Measurement will also serve on this team.

THE PLANNING PROCESS

The workforce planning effort outlined here will help inform the bureaus and offices in making allocation and other staffing decisions over the course of the next year as well as help prepare a better foundation for assuring that budget requests take into account all staffing needs.

Human Resource Management staff from the Department's Office of Personnel Policy (PPM) are leading the trust management organizations in applying the four-module Strategic Workforce Planning Model shown in the illustration.

The model relies on strategic analysis of present workforce skills and competencies, identification of organizational objectives and the workforce skills and competencies needed to achieve them. Next, the strength and competencies of the present workforce are compared to what are needed for the future in order to identify gaps and surpluses;

then, plans are developed to make the transition from the present workforce to the future workforce.

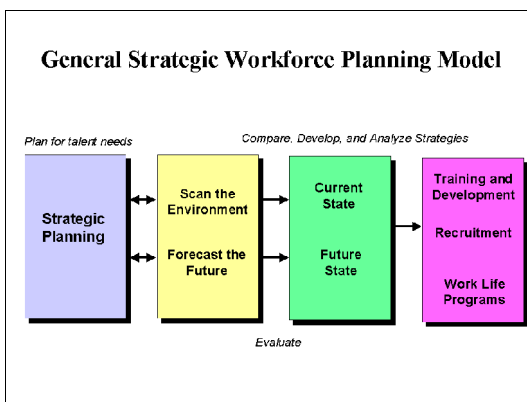
TIMELINES

The timelines in this plan have been developed with the recognition that the acquisition of staffing is dependent upon obtaining the necessary appropriations from Congress. Accordingly, the results of the annual planning process should fold into the annual budget cycle in a timely fashion.

The FY 2001 budget has already been submitted by the President to Congress. The next regular budget into which new funding requests for staff can be incorporated is for FY 2002.

Planning for trust-related staffing for the President's FY 2002 budget submission to Congress, which would occur in February 2001, must be completed within Interior in June 2000 to be factored into the Department's annual budget review process, leading to a September submission to the Office of Management and Budget. Since this does not allow a substantial amount of time for FY 2002 planning, these activities will focus on developing initial projections of workforce needs based on current workforce and workload functions. The planning activities for FY 2003 will allow more elaborate comparative analysis of alternative approaches for meeting trust responsibility workloads.

In preparation for FY 2002 and FY 2003 budget submissions, organizations will conduct planning activities themselves or with contractor assistance, in accordance with the timelines established in the table below. This division of work between in-house and contract efforts is based on the



Preliminary Review Process undertaken by the Office of Personnel Policy, and is described in the Appendix of this report. Parties responsible for implementing the activities and ensuring that deadlines are met are indicated in parentheses.

Actions and Timelines for Workforce Planning

ACTION	TIMELINES
Conduct preliminary workforce planning review in trust management organizations and determine workforce planning requirements and schedule (Office of Personnel Policy/Trust Managers)	1/5/00 - 2/29/00
Develop Statement of Work (Task Order) and provide to contractor (National Business Center-NBC Acquisition Service/Trust Managers/Office of Personnel Policy)	2/10/00 - 3/13/00
Award Contract (Task Order Modification) (NBC Acquisition Services)	3/20/00
Designate Workforce Planning Project Manager and Bureau/Office Planning Team Members (Office of Personnel Policy/Trust Managers)	3/20/00
Provide Bureaus/Office Workforce planning instructions (Project Manager/Office of Personnel Policy/NBC Acquisition Services)	3/20/00
Bureaus/Office Kick-off Meetings with contractor (Project Manager/Team Members/Trust Managers/Contractor)	3/24/00
<i>For FY 2002 Planning Activities</i>	
Strategic Planning: Validate and/or update existing workforce plans and/or initiate process for developing detailed workforce plans (Project Manager/Contractor/Trust Managers)	3/15/00 - 6/1/00
Scan Environment: Analyze workforce competencies (Project Manager/Contractor/Trust Managers)	3/15/00 - 4/30/00
Current/Future State: Initial projection of workforce needs for FY 2002 budget based upon analysis of present workforce, and develop budget recommendations (Project Manager/Contractor/Trust Managers)	5/1/00 - 6/1/00
Examine contractor and bureau/office FY 2002 budget recommendations for submission to OMB, OST/Departmental Budget Office, refine recommendations based on feedback from OST and OMB (Project Manager/Trust Managers)	6/1/00 - 2/1/01
<i>For FY 2003 Planning Activities</i>	

Forecast Future: Examine organizational objectives and identify workforce competencies needed to achieve them (Project Manager/Trust Managers)	5/1/00 - 10/30/00
Hire personnel in accordance with FY 2001 budgets appropriated by Congress, consistent with existing workforce plans (Trust Managers/Servicing HR Office)	10/1/00 - 9/30/01
Identify competency gaps and surpluses (Project Manager/Trust Managers) based on FY 2001 appropriations from Congress	11/1/00 - 12/31/00
Develop plan to transition from workforce per the FY 2001 enacted budget to future workforce (Project Manager/Trust Managers/Servicing HR Office)	1/1/01 - 4/31/01
Develop budget recommendations to reflect efficiencies or further requirements identified through business process reengineering and needed improvements based on other trust-related activities (Project Manager/Trust Managers)	5/1/01 - 6/1/01
Examine contractor and bureau/office FY 2003 budget recommendations for submission to OMB, OST/Departmental Budget Office, refine recommendations based on feedback from OST and OMB (Project Manager/Trust Managers)	6/1/01 - 2/1/02
Implement transition plan based on appropriations obtained from Congress for FY 2002, monitor effectiveness and success; repeat cycle, if necessary (Trust Managers/Servicing HR Office)	10/1/01 - Tasks will be repeated as needed each year

Organizations which have conducted substantial formal workforce planning activities will complete, validate and/or update their plans and actions. These organizations are MMS and OST. By 3/20/00, they will have planning instructions to independently review the workforce planning actions that they have already undertaken, as well as their existing action plans, to ensure valid workforce requirements have been or will be identified. OST may also use contractor assistance to aid in projecting its workforce needs for several major tasks. By 6/1/00, MMS and OST will complete their validation and provide their projection of workforce needs for the FY 2002 budget cycle.

By 3/24/00, the other trust management organizations (BIA, OHA, BLM and, where needed, OST) will initiate, with contractor

assistance, a detailed process to provide a framework for making staffing and training decisions and ensuring the right number of people with the right competencies are in the right jobs at the right time. This will include demographic analysis of occupations, grade levels, skills, experience, age, retirement eligibility, turnover rates, etc. Based on this analysis, by 6/1/00, the organizations will project their FY 2002 workforce needs and develop their budget recommendations. At this time, for input to the FY 2003 budget process, the organizations will continue to examine their longer-term work requirements, forecast recurrent skills and competencies, and conduct in-depth comparative analysis of current workforce resources versus future requirements. By 5/1/01, organizations will complete their plans for making the transition to the future workforce and develop FY2003 budget recommendations.

Any requirements for training staff identified through this workforce planning process will be coordinated with and accomplished under the training subproject outlined in the High Level Implementation Plan (HLIP).

A Statement of Work (SOW) is being prepared to initiate contractor assistance. The (SOW) will include task orders for the Trust Assets and Accounting Management System (TAAMS), OHA Probate, BIA's trust and resource management programs, OST's collection and funds management functions, and BLM Minerals Realty and Resources Protection staff. The task orders will emphasize and call for workload and staffing analyses that will ensure staffing and training needs for these functions are systematically identified for inclusion in future budget projections. Instructions on workforce planning actions and plan preparation will also be provided to each

bureau and office during March, 2000. At this time, organizations will define the roles of human resources, strategic planning, budget, program and line managers, and information technology staff in the planning effort.

Congress will appropriate the FY 2001 budget in the fall of 2000, in the midst of the workforce planning cycles for the FY 2002 and FY 2003 budget. Current plans include hiring during FY 2000 and FY 2001 in accordance with the Congressionally-enacted FY 2000 budget and the President's proposed budget for FY 2001, consistent with existing workforce plans. Although hiring itself is not part of the planning process, FY 2001 hiring activities are indicated in the table. The Project Manager will oversee the preparation of a brief summary report at the end of each action, and a report to be issued each June which will include staffing recommendations to be factored into the Department's budget development process.

As funds are appropriated by Congress and thereby made available to bureaus and offices, each organization will hire personnel in accordance with the Department's established policies and procedures, Office of Personnel Management regulations, and statutory requirements.

RELATIONSHIP TO CURRENT STAFFING PLANS

The workforce planning effort specified in this report will be taking place at a time when there are significant initiatives in midcourse or being launched which, among other things, include major staffing increases.

In light of known deficiencies and anticipated

changes in trust management related activities, the President's FY 2001 budget request includes significant increases in staffing. It is expected that over the next year and a half, over 400 employees will be hired to staff trust fund improvement initiatives.

Major staffing increases already planned for selected trust functions during this year and next include:

! The Office of Hearings and Appeals has current plans to hire 4 permanent Administrative Law Judges in FY 2000, hire 10 temporary Indian probate judges for two years (starting in FY 2000), and hire 12 attorneys, and 20 temporary and 12 permanent paralegals and legal clerks in support of the judges. Funding for these positions will come out of the OST budget.

! BIA's budget for FY 2001 currently pending before Congress requests 170 new positions for real estate services, 57 new positions for land title and records work, 28 new positions for real estate appraisals, 40 new positions for probate, and 54 new positions for other trust service functions. In order to expedite the hiring process and speed up improvements in trust management, some of the new positions will be filled in FY 2000 with funding from the OST. Also, some of these positions could be contracted out to or staffed by Tribes under P.L. 93-638.

! The Special Trustee's budget for FY 2001 requests 20 new positions to handle increased operational activities in the Office of Trust Funds Management and for other trust improvement initiatives.

The table below is a summary of initial

estimates of staffing (in terms of full-time employees, FTEs) per Congressional appropriations in FY 1999 and FY 2000, and the President's FY 2001 budget request.

	FY 1999 Enacted	FY 2000 Enacted	FY 2001 Budget Request
	<i>FTE</i>	<i>FTE</i>	<i>FTE</i>
BIA	1848	1857	2206
OST	312	346	366
MMS*	128	128	128
OHA	34	50	87
BLM#	39	39	39
TOTAL	2361	2420	2826

* Assuming that 21% of RMP's activities are spent on Indian Trust management and Indian Royalty matters, in general.

FTE figures are approximate. BLM does not segregate its trust management FTEs into Indian and non-Indian components.

The staffing levels that will be implemented in FY 2000 are based on the Department's High Level Implementation Plan. The workforce planning effort that will be conducted over the next few months, while focused on FY 2002, will help inform the staff allocations for FY 2001.

APPENDIX

PRELIMINARY REVIEW PROCESS

Staff from the Office of Personnel Policy conducted preliminary organizational and staffing reviews with Interior's primary trust management organizations to ascertain the status of workforce planning in each organization, to collect baseline organizational and staffing information, and to begin assessing the need for overarching or bureau-specific human resource policies and planning procedures related to trust management. PPM staff collected and reviewed information and materials from, and conducted interviews with the responsible officials in each of the primary trust management organizations.

A list of references reviewed in preparing this plan is provided in Table 1 at the end of this report.

The following officials in the trust management organizations were interviewed and provided materials for the review:

Robert Anderson, Deputy Assistant Director
Minerals, Realty and Resources Protection
Bureau of Land Management

Robert Baum, Director
Office of Hearings and Appeals

Lucy Querques Dennett, Associate Director
Royalty Management Program
Minerals Management Service

Dale Fazio, Chief of Staff
Royalty Management Program
Minerals Management Service

Nancy Jemison, Director
Office of Trust Management Improvement

Project
Bureau of Indian Affairs

Deborah Maddox, Director
Office of Management and Administration
Bureau of Indian Affairs

Thomas Thompson
Principal Deputy Special Trustee
Office of the Special Trustee

Terry Virden, Director
Office of Trust Responsibilities
Bureau of Indian Affairs

PRELIMINARY REVIEW METHODOLOGY

PPM staff focused fact-gathering and review in three areas:

C Organization, Functions and Staffing

C Strategic Workforce Planning Actions

C Policy and Procedural Requirements

Organization, Functions and Staffing.

The focus of this area of review was each organization's defined functions and responsibilities, their accompanying structure and sub-elements as well as their assigned staff and the skill mix. Collection and documentation of this current environmental and position information fulfilled a key workforce planning process requirement and provided baseline information for use in future phases of the process.

Strategic Workforce Planning Actions.

This area of review sought information about the organization's efforts to relate workforce needs to the fulfillment of the organization's strategic plan for trust management business. Workload and workforce analyses, strategic assessments

and plans were reviewed to ascertain whether or not workforce planning was being done in concert with strategic direction to effectively identify staffing and training requirements necessary to accomplish objectives related to trust management and improvement.

Policy and Procedural Requirements. In this area PPM staff focused on the need for any overarching and cross-functional policies affecting human resources in the trust management functions. They also sought information about program and bureau/office-specific policies or procedures, established or required, that may impact an organization's ability to properly organize work and supply resources to accomplish trust management responsibilities.

PRELIMINARY REVIEW FINDINGS

The reviews of Interior's primary trust management organizations revealed that some of the organizations have accomplished substantial workforce planning, produced effective "staffing plans," and/or have begun various implementation actions. In other cases some workforce planning activities have begun or been undertaken in the past in various parts of the organizations to address organizational structure, staffing and training issues related to trust management business functions, but no comprehensive planning has been conducted.

The review also indicated that, in general, there is no need for workforce policies outside the scope of the existing authorities and policies prescribed by rules or law, Office of Personnel Management (OPM) regulation, or Departmental policy. However, BIA will have to issue regulations before any attorney decision-makers can formally assume their tasks.

Minerals Management Service, Royalty Management Program (RMP) has, over the last several years, conducted a thorough evaluation of its existing operations and business processes. This effort defined a strategic direction for the future and established an agenda for changing RMP's work place environment, business processes, and information technology (IT).

The RMP is now making fundamental changes -- or "reengineering" -- in order to implement its vision of the future. Toward this end, RMP developed and issued *Reengineering Transition Strategy* which contains strategies and implementation steps to help successfully manage RMP's transition from today's organization and processes to those of the future.

Based on feedback from a previous study, *Change Readiness Assessment of the Workforce*, the transition strategies focus a great deal of attention on RMP's human resource issues.

With regard to organizational structure, staffing and succession planning, RMP's transition strategy includes comprehensive action elements and time lines for ensuring the new organizational structure supports business processes; an initial staffing plan to make the transition from the existing organizational structure to the new organizational structure; and a mid-to long-term succession planning strategy to guide future RMP hiring and advancement decisions, and to provide the necessary experience and needed skills sets for the next decade. Additionally, transitional strategies for training, development and organizational learning have been well documented in action elements and time lines.

The above activities provide a solid foundation for estimating staffing

requirements.

The Office of Special Trustee (OST)

initiated and led a number of trust management improvement efforts that have resulted in strategic actions affecting infrastructure, alignment of work and skills, and training of the workforce. With the realignment of accounting and data entry functions from Field Operations to the Office of Trust Funds Management, OST completed a *Realignment Study* to accomplish two major tasks: (1) to identify customer service improvement approaches; and (2) identify cost savings strategies throughout Field Operations. Recommendations from this study resulted in OST initiatives to strengthen resources, including staff, training, equipment, travel and materials.

After replacement of the legacy accounting software system with a new Trust Fund Accounting System (TFAS) in September 1998, the Office of Trust Fund Management (through MACRO International, Inc.), completed a *Centralization Re-analysis Study* in October 1999, to address the workload increase experienced by the staff of the Division of Trust Funds Accounts. This study analyzed changes attributed to the new TFAS system versus those independent of system changes, areas having the heavier workloads, changes to activities or functions, current staffing levels, new hire requirements and training. This included a workload/workforce analysis to collect data to reflect findings in volume change; transaction makeup change; skill change; organization structure change; spike change related to new program deployment; and possible actions to address changes in process, staffing and training.

Initiatives were also begun to improve the organization's efficiency and effectiveness,

including quarterly staffing model updating to ensure required staffing levels are maintained appropriately and a formal training initiative.

Earlier, in April 1997, MACRO International, Inc., completed a comprehensive *Needs Analysis Project* for OST that included as a major component a section on organizational staffing, training and development. The related recommendations from this project have provided the fundamental training approach being pursued in the Trust Management Improvement Project to ensure staff receive consistent function/task training and system implementation training needed to enhance job performance and interorganizational effectiveness.

The above activities cover a major portion, but not all, of OST's workforce. OST intends to use a contractor to evaluate the collection and funds management functions under TFAS.

Office of Hearings and Appeals (OHA), in conjunction with BIA, has similarly analyzed and reengineered functions and processes for its probate work through two major *Indian Probate Reinvention Labs*, and has begun implementing staffing changes. The *Indian Probate Reinvention Lab (IPRL), Phase II*, was formed and tasked with evaluating the OHA Indian Probate process to ensure timely preparation of cases, adjudication of ownership, and redistribution of trust property, so heirs promptly receive trust assets and income to which they are legally entitled.

In Phase II, with the focus on streamlining the Indian probate process in OHA, a team reviewed reports from previous studies, conducted site visits, interviewed employees, analyzed the existing OHA probate process,

designed elements of a new probate process, and developed a number of recommendations having human resources implications.

The IPRL found that a staff reduction within the OHA from a total of 20 Administrative Law Judges (ALJs) in 1986 to 9 ALJs in 1996, together with increasing case loads in both Indian probate and non-probate cases, had severely impacted the timeliness of decision processing. The IPRL recommendations include establishing a nationwide case-tracking system; changing the measure of service to the customer to timeliness; increasing the number of permanent ALJs to 14, including the Chief ALJ; realigning regional boundaries and reopening OHA hearings offices in Billings, Bismarck, Rapid City, and Phoenix; holding hearings at least twice yearly at most BIA agency offices and other regular hearing sites; establishing a dedicated budget; establishing Indian Probate Backlog Elimination Teams consisting of ALJs and support staff; and establishing BIA Attorney Decision-Maker positions. A substantial number of these recommendations were adopted by Departmental managers and are in various stages of implementation and will be factored in during strategic workforce planning efforts.

The above efforts cover a major portion, but not all, of OHA's trust-related business. The above work will be further reviewed and staffing plans for other trust-related work will be evaluated in the workforce planning process.

Bureau of Lands Management (BLM) is in the process of conducting a review of its trust management business operations. The first phase of the review involves identification and delineation of trust responsibilities in BLM offices. This has

been completed for the minerals responsibility where there is active mineral development on Indian lands and for BLM State Offices with responsibility for cadastral surveys of Indian lands. The second phase of the review involves developing and identifying performance standards for carrying out BLM's trust activities and functions. The review will address all aspects of BLM's trust program responsibility. In developing the standards, BLM will coordinate with other agencies such as MMS, BIA and other entities within the Department, including the Office of American Indian Trust and Office of the Solicitor. BLM will also consult with minerals tribes and tribal representatives. Corrective action plans developed to address any identified deficiencies will also address organizational and staffing requirements.

Detailed analysis of BLM's trust-related function should build on the above-mentioned reviews.

Bureau of Indian Affairs (BIA). Over the years, BIA has undertaken various workforce analysis efforts. Among these is the *Forestry Program Funding and Position Analysis*, published in April 1997. This is the sixth report of organizational capability accomplished by the Division of Forestry since 1984. The analysis was designed to provide the means to perform, on a recurring basis, in-depth analyses of the overall Indian Forestry Program, and specific components thereof, in order to determine the present scope and workload. The report assesses the availability and utilization of financial and personnel resources involved in the forestry mission. It also projects the resources necessary to provide forest management services to Indian forest owners.

An earlier position and funding analysis of agriculture/range, fish and wildlife

management programs is documented in *Position and Land Analysis Survey, Division of Water and Land Resources*. This analysis provided consolidated data for the Bureau to utilize in management improvements related to the number and distribution of its resources in the natural resources disciplines. The recommendations in the report address the need to realign the staff ratios of the professional-technical components in agriculture and range management, as well as to increase the number of professionals in soil and range conservation, for the Bureau to adequately perform its trust role in resource conservation.

As noted previously, BIA participated in the IRPL, and plans to make staff adjustments based on the lessons learned and recommendations from those probate process studies.

A recent *Study of Management and Administration: The Bureau of Indian Affairs*, by the National Academy of Public Administration, primarily addressed BIA's shortage of administrative services staff including, importantly, for trust-related functions, the information resource management component of the BIA organization and its ability to fulfill trust management functions. This effort was based on BIA's self-assessment of staff shortages. Recommendations from this study are currently being acted upon and will be considered in the comprehensive workforce planning process. Additionally, an appendix of the report commented briefly on BIA's staffing for trust management functions and noted that BIA had indicated that they lacked sufficient staff.

Also, in July 1999, BIA issued the *Report on Tribal Priority Allocations* which attempted, among other things, to benchmark BIA's staffing against functions/staffing at other

agencies. However, such benchmarking is problematic in that many of the functions undertaken by BIA in this program have no counterparts in other private or public sector entities.

Finally, the probate subproject under the HLIP includes a two-phase staff assessment. By May 2000, a contractor will be retained to conduct a caseload assessment and project the range of positions needed at various BIA field offices. The contractor will complete the permanent field staff assessment by March 2001.

The planning effort outlined in the main document will draw on the above-mentioned efforts in its development of a detailed analysis of BIA's workforce needs as they relate to trust management functions.

Reference Documents

Table 1: Reference Documents

Office of Hearings and Appeals, <i>Indian Probate Reinvention Lab Phase II</i> - Working Draft, December 1999, IPRL Phase II Team
Office of the Special Trustee for American Indians, <i>Centralization Re-Analysis Study</i> for The Office of Trust Funds Management, October 1999, MACRO International, Inc.
<i>A Study of Management and Administration: The Bureau of Indian Affairs</i> , August 1999, National Academy of Public Administration,
Minerals Management Service, <i>Royalty Management Program: Reengineering Transition Survey</i> , August 1999, Gene Rouleau & Associates, Inc. and the Transition Planning Team, Royalty Management Program
Minerals Management Service, <i>Knowledge Management Concept of Operations - Final</i> , August 1999, Booz-Allen & Hamilton
Bureau of Indian Affairs, <i>Report on Tribal Priority Allocations</i> , July 1999
Office of Hearings and Appeals, <i>Indian Probate Reinvention Lab</i> - Final Report, July 1999, IPRL Phase I Team
Office of the Special Trustee for American Indians, <i>Training Plan Approach for the High Level Implementation Plan</i> , April 1999, MACRO International, Inc.
Minerals Management Service, <i>Reengineering Royalty Management Program Business Processes and Support Systems: Road Map to the 21st Century</i> , November 1998, Royalty Management Program
Office of Surface Mining, <i>Today's Coal Mine Reclamation</i> , Fiscal Year 1998, Office of Communications, Office of Surface Mining
Department of the Interior, <i>High Level Implementation Plan (HLIP)</i> , July 1998, Trust Management Improvement Project
Office of Trust Funds Management, <i>Realignment Study</i> - Final Report, June 1998, MACRO International, Inc.
Minerals Management Service, <i>Reengineering Business Processes and Support Systems for the 21st Century - Preliminary Design Concepts of the Royalty Management Program (RMP) Reengineering Team</i> , March 1998, Royalty Management Program
Office of the Special Trustee for American Indians, <i>Needs Analysis Project - Final Report</i> , April 1997, MACRO International, Inc., Larson Slade Associates, LLC and Arrowhead Technologies, Inc.
Office of the Special Trustee for American Indians, <i>Comprehensive Budget Plan (Cost Analysis Survey)</i> , April 1997, Office of Trust Funds Management
Bureau of Indian Affairs, <i>Indian Water Rights: An Analysis of Current and Pending Indian Water Rights Settlements</i> , 1997, The Confederated Tribes of the Chehalis Reservation, Office of Trust Responsibilities
Intertribal Timber Council, <i>An Assessment of Indian Forests and Forest Management in the United States</i> , November 1993, the Indian Forest Management Assessment Team
Bureau of Land Management, <i>Internal Control Review of the Indian Diligence Program Component 61-5 of the Bureau Management Control Plan</i> , March 1993
House of Representatives Report 102-499, <i>Misplaced Trust: The Bureau of Indian Affairs Mismanagement of the Indian Trust Fund</i> , April 1992, 102 nd Congress, 2d Session

